Canadian Heritage | Patrimoine canadien

Canada

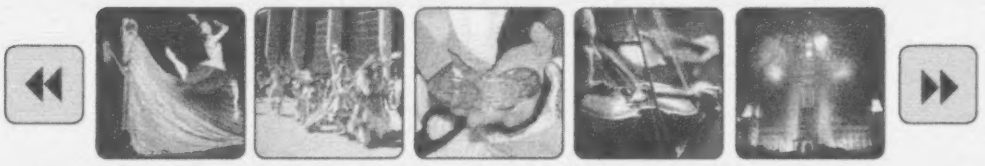
Canadian Heritage

2011–12

Departmental Sustainable Development Strategy

Original signed by:

The Honourable James Moore, P.C., M.P.
Minister of Canadian Heritage and Official Languages



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Minister's Message

Minister of Canadian Heritage
and Official Languages

Ministre du Patrimoine canadien
et des Langues officielles

Ottawa, Canada, K1A 0M5

Over the last twenty years, the concept of sustainable development has evolved. Beginning with a focus on environmental and "green" issues, sustainable development has come to mean balancing economic, social, cultural and environmental interests so as to sustain the well-being of current and future generations.

To meet these challenges, concrete, measurable action was required. In June 2008, the *Federal Sustainable Development Act* called for the development of a Federal Sustainable Development Strategy (FSDS) encompassing all departments and agencies. The strategy was tabled on October 6, 2010. This strategy requires that Canadian Heritage outline its commitment to sustainable development in its own departmental sustainable development strategy, as an integral part of its *Report on Plans and Priorities.*

The *Department of Canadian Heritage Act* describes the Minister's responsibilities with respect to "Canadian identity and values, cultural development, and heritage," providing a legislative mandate to uphold the principles of sustainable development. We are therefore committed to managing the Department's operations in compliance with the FSDS and the various guidelines. Canadian Heritage will use its governance structure to ensure transparent and sound environmental decision-making and accountability and will draw on experiences from previous strategies. The Department will continue to adapt its way of operating by developing and meeting specific and measurable goals for greening Government.

I am pleased to present Canadian Heritage's *Sustainable Development Strategy for 2011–12.*

Original signed by:

The Honourable James Moore, P.C., M.P.

SECTION I – Federal Sustainable Development Strategy

Federal Sustainable Development Strategy

The 2008 *Federal Sustainable Development Act* requires the Government of Canada to develop a Federal Sustainable Development Strategy (FSDS)[1] and to update it every three years. The Strategy includes federal sustainable development goals and targets as well as implementation strategies for meeting each target. The government will report every three years on progress toward achieving the goals and targets established in the Strategy.

The FSDS establishes a framework for sustainable development planning and reporting with three key elements:

- An integrated, whole-of-government picture of actions and results to achieve environmental sustainability;
- A link between sustainable development planning and reporting and the Government's core expenditure planning and reporting system; and,
- Effective measurement, monitoring and reporting in order to track and report on progress to Canadians.

The FSDS brings together goals, targets and implementation strategies which have been created through the normal course of government decision-making. The FSDS itself does not establish new goals and targets, with the exception of those for greening government operations (GGO), rather it makes the outcomes of decision making more transparent.

Goals, targets, and implementation strategies are organized under four priority themes:

I. Addressing climate change and clean air,
II. Maintaining water quality and availability,
III. Protecting nature, and
IV. Shrinking the environmental footprint - Beginning with government.

The FSDS focuses on environmental sustainability as a first step in integrating environmental concerns with economic and social considerations and sets in motion a process that will over time improve the way in which environmental, economic and social issues are considered. The FSDS will be updated every three years to report on what measures have been taken to address sustainable development, and which priorities remain to be addressed.

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[1] The whole FSDS is available on Environment Canada website at: http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1

Public consultation has guided the FSDS throughout its development. In June 2010, the Commissioner of the Environment and Sustainable Development made the following comment on the draft strategy:

> *"For the first time, the federal government has produced a draft strategy that proposes a single or overarching set of goals for the entire government. An overarching strategy is welcome both to help set Canada on a sustainable development pathway and to ensure policy coherence.* [2]

The final FSDS,

- links sustainable development to the Government's planning and reporting processes through the Expenditure Management System (EMS);
- uses environmental indicators to measure and report on progress of the FSDS;
- uses SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) criteria to establish the targets in the FSDS;
- outlines the government's commitment to strengthen the application of strategic environmental assessments (SEAs). This will improve the consideration of environmental concerns when making economic or social decisions by applying the FSDS goals and targets when undertaking SEAs, reporting on the results of SEAs in *Departmental Performance Reports* (DPR), and describing the contribution of a proposal to the achievement of the FSDS goals and targets in the SEA public statements.

The FSDS goals, targets and implementation strategies give a detailed description of federal government activities under each heading, so for the first time it is possible to see all activities in one place. The first progress report is planned for spring 2011.

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[2] Commissioner on the Environment and Sustainable development (CESD) comments on the Draft Federal Sustainable Development Strategy, June 7, 2010 http://www.oag-bvg.gc.ca/internet/English/cesd_fs_e_33888.html

2010 Federal Sustainable Development Strategy

Theme IV: Shrinking the Environmental Footprint – Beginning with Government- Greening of Government Operations (GGO)

The Government of Canada has a significant operational presence across the country, with more than 40,000 buildings owned or leased, more than 30,000 on-road vehicles, and 260,000 employees across Canada. As a result, the Government of Canada is itself a major consumer of natural resources and a producer of air emissions and waste products which have a significant impact on the environment. As custodian, fleet manager, procurer of goods and services, and employer, the Government has demonstrated a commitment to do its part to reduce the impact of its operations and leadership with regard to greening operations.

The Government of Canada is committed to improving the environmental performance of its own operations. With this in mind, the federal government has developed new targets in the areas of green buildings, greenhouse gas emissions, electronic waste, printing units, paper consumption, green meetings, and green procurement. Public Works and Government Services Canada will continue to provide technical support to departments in greening their operations.

GGO Theme IV: What applies to Canadian Heritage?

Responsibility for Greening Government Operations Targets

Departments and Agencies[1]	Green Buildings	Green Procurement	E-waste, Printing Units, Paper Consumption Green Meetings	GHG** emissions from buildings and fleet	GHG emissions from fleet only
Canadian Heritage	No *	Yes	Yes	No	No

* For explanations concerning Green Buildings, please see Section IV of this Report.

**Legend: GHG: Green House Gas

Source: Extract from Canada, *FSDS, Annex 4: Theme IV, Shrinking the Environmental Footprint - Beginning with Government, Goal: Greening Government Operations, Minimize the environmental footprint of government operations*, Figure 6. (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=D39CB7AC-1)

SECTION II – Departmental Overview of Canadian Heritage and Vision for Sustainable Development

Previous Canadian Heritage's Sustainable Development Strategies

Previous Departmental Sustainable Development Strategies were implemented in 1997-00, 2000-03, 2003-06 and 2007-09. Canadian Heritage's fourth *Sustainable Development Strategy* (SDS 2007-09)[3] focused on ensuring that the environmental impacts of its decisions were understood, weighed and appropriately addressed. The *2007-09 Strategy* made its first priority to institute effective governance structures and management measures. Results–whether in improvements to operational practices or increased capacity to undertake strategic environmental assessments of programs and policies–were reported in previous *Departmental Performance Reports*[4].

2007-09 SDS advanced earlier departmental sustainable development strategies in the area of the greening of operations and the integration of environmental considerations in program and policy areas. Actions in *2007-09 SDS* contributed to a focused set of federal government-wide goals.

Raison d'être of the Department of Canadian Heritage

The Department of Canadian Heritage (the Department) and Canada's major national cultural institutions play a vital role in the cultural, civic and economic life of Canadians. We work together to promote culture, the arts, heritage, official languages, citizenship and participation, as well as Aboriginal, youth, and sport initiatives.

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[3] The 2007-09 SDS is available at: http://www.pch.gc.ca/pc-ch/publctn/sdd-sds/index-eng.cfm.
[4] Canada, Treasury Board of Canada Secretariat, Estimates: http://www.tbs-sct.gc.ca/est-pre/index-eng.asp.

Planning Summary of the Department of Canadian Heritage

Financial Resources

The table below provides a summary of the total planned spending for Canadian Heritage for the next three fiscal years.

Financial Resources	2011–12	2012–13	2013–14
($ millions)	1,186.6	1,269.0	1,271.7

- The increase in planned spending for 2012-13 and 2013-14 is primarily due to the 2015 Pan American Games, which will be funded through contribution funds. (Vote 5 Contribution funding). Therefore, this has no impact on the full-time equivalents for the Department.

Human Resources (Full-time Equivalent – FTE)

The table below provides a summary of the total planned human resources for Canadian Heritage for the next three fiscal years and is calculated based on the expected salary dollars. These numbers will change over the upcoming months since the Department has undertaken an important Transformation Initiative exercise. Its aim is to modernize the Department of Canadian Heritage's operations and seek innovative solutions to better serve Canadians and address departmental challenges.

Human Resources	2011–12	2012–13	2013–14
Full-time Equivalents (FTEs)	1,752.8	1,746.3	1,731.0

Canadian Heritage operates in six regions in Canada:

- Western Region (British Columbia, Alberta, Yukon);
- Prairies and Northern Region (Saskatchewan, Manitoba, North West Territories, Nunavut);
- Ontario Region;
- Québec Region;
- Atlantic Region;
- National Capital Region.

Approximately 80% of all Canadian Heritage employees are based in the National Capital Region.

Contribution to the Federal Sustainable Development Strategy (FSDS)

The Department of Canadian Heritage contributes to the *Federal Sustainable Development Strategy (FSDS)*, released in October 2010, by developing its own *Departmental Sustainable Development Strategy (DSDS)*, as prescribed by the FSDS. The theme applying to Canadian Heritage is Theme IV: *"Shrinking the environmental footprint - Beginning with government"*. Canadian Heritage is fully committed to the success of the Greening of Government Operations (GGO).

The DSDS is included in the *2011-12 Report on Plans and Priorities* of Canadian Heritage and will be updated annually. Results will be included in its *Departmental Performance Report* each subsequent year.

Overall Responsibilities of Canadian Heritage

The Department of Canadian Heritage is responsible for formulating policies and delivering programs that help all Canadians participate in their shared cultural and civic life. The Department's legislative mandate is set out in the *Department of Canadian Heritage Act* and in other statutes for which the Minister of Canadian Heritage is responsible, which presents a wide-ranging list of responsibilities for the Minister under the heading of "Canadian identity and values, cultural development, and heritage."

The Department oversees the administration of numerous laws, notably: the *Broadcasting Act*, the *Copyright Act* and the *Investment Canada Act* (the latter two acts are shared with Industry Canada), the *Official Languages Act* (Part VII), the *Museums Act*, the *Cultural Property Export and Import Act*, the *Status of the Artist Act* and the *Physical Activity and Sport Act* (shared with Health Canada).

The Department of Canadian Heritage is specifically responsible for formulating and implementing cultural legislation related to copyright, foreign investment and broadcasting, as well as policies related to arts, cultural industries, heritage, official languages, sports, state ceremonial and protocol, and Canadian symbols. The Department's main program activities are the funding community and other third-party organizations to promote the benefits of culture, identity, and sport for Canadians.

The Minister of Canadian Heritage and Official Languages is accountable to Parliament for the Department and the 20 organizations that make up the Canadian Heritage Portfolio.

Strategic Outcomes

The Department's activities are structured around three strategic outcomes. The details on these strategic outcomes are in the Canadian Heritage's *Report on Plans and Priorities 2011-12* (http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm).

- **Strategic Outcome 1: Canadian artistic expressions and cultural content are created and accessible at home and abroad**

  This strategic outcome speaks to the importance placed by the Government of Canada on the continuing existence and public availability of Canadian cultural products, artistic work by Canadian creators and performers, and Canada's tangible and intangible cultural heritage. It is underpinned by a series of assumptions: 1) that Canadians have a right to access this material readily in their domestic market, for reasons of identity and cultural sovereignty; 2) that special measures are required to ensure this access, given the proximity of the United-States, economies of scale, and ready supply of American cultural production and exports; and 3) that international promotion of Canadian cultural expressions and heritage provides measurable economic benefits to Canada, by strengthening the growth of creative industries and a knowledge economy, attracting creative talent and tourism, fostering trade and investment, and branding Canada throughout the world as a dynamic, confident, forward-looking society.

- **Strategic Outcome 2: Canadians share, express and appreciate their Canadian identity**

  This strategic outcome recognizes that Canadians, as members of communities and society, need to enhance their understanding of their country, its basic shared values and its symbols, and to come together and celebrate their contributions to Canadian society, and to express, appreciate and share in their Canadian identity.

  This outcome supports strengthening Canadian identity through active and engaged citizenship, and recognition of the importance of linguistic duality and Aboriginal peoples to our identity.

  The outcome asserts that Canadian identity arises out of knowledge of shared Canadian values, (such as freedom and human rights), Canadian history, the conduct and importance of national ceremonial activities, and active and inclusive participation of citizens in the civic and cultural life of Canadian communities, which include opportunities for shared celebration and commemoration and pride in and attachment to Canada.

  The outcome implies a collective civic identity based on shared democratic values underscored by the recognition that Canada is strengthened by French- and English-language communities, Aboriginal communities, and its broader pluralistic communities.

- **Strategic Outcome 3: Canadians participate and excel in sport**

  This outcome speaks to the beneficial effects of sport participation on the health and well-being of individuals, and on the cohesion of communities. To this end, it portrays a spectrum of sport participation from beginner to high-performance, and recognizes the inspirational value of sporting excellence in Canadian life, as well as the regard in which world-class Canadian athletes are held at home and abroad. It asserts the importance of sport to the Canadian identity. It also speaks to the importance of the sport system at all

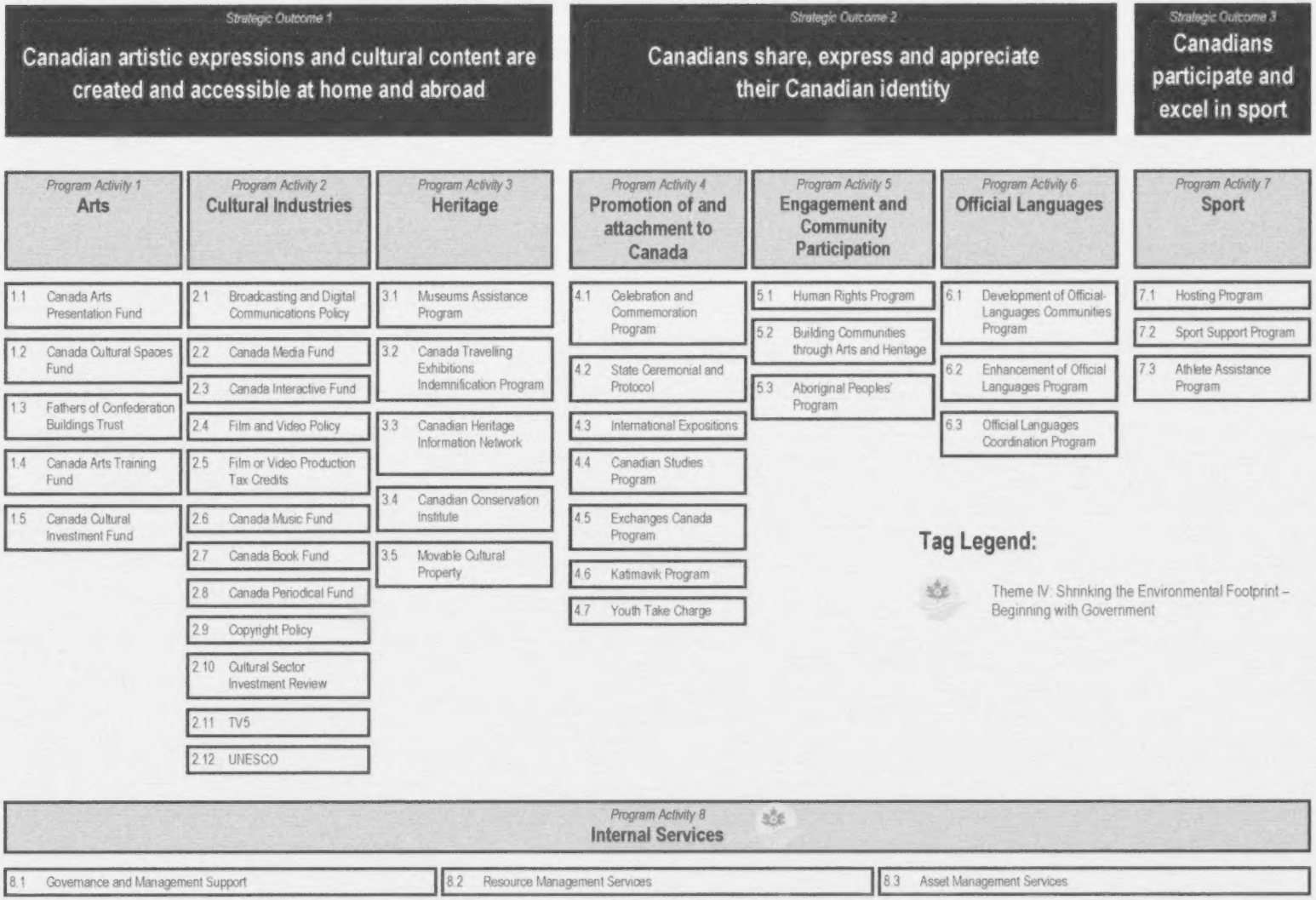
levels, enabling sport participation among Canadians and, at the same time, fostering the development of high-performance athletes, coaches, and officials. This system includes national sport organizations and sport facilities throughout the country, and contributes directly to the capacity of Canadian communities to host international sport events that can be expected to further enhance Canada's sport system and international sporting reputation.

Program Activity Architecture (PAA)

The Program Activity Architecture (PAA) provides an overview of how the Department's programs and activities are linked and how their expected results are organized to contribute to achieving the Department's Strategic Outcomes and mandate. A Performance Measurement Framework (PMF) has been developed to serve as an objective basis for collecting information related to the intended results of the Department's programs. The *2010–11 Report on Plans and Priorities* is primarily based on the PAA and the expected results and performance indicators identified in the PMF.

Theme IV of FSDS is included in Program Activity 8 (Internal Services) of Canadian Heritage's Program Activity Architecture.

2011–12 Program Activity Architecture


Strategic Outcome 1
Canadian artistic expressions and cultural content are created and accessible at home and abroad
Strategic Outcome 2
Canadians share, express and appreciate their Canadian identity
Strategic Outcome 3
Canadians participate and excel in sport
Program Activity 1
Arts
1.1 Canada Arts Presentation Fund
1.2 Canada Cultural Spaces Fund
1.3 Fathers of Confederation Buildings Trust
1.4 Canada Arts Training Fund
1.5 Canada Cultural Investment Fund
Program Activity 2
Cultural Industries
2.1 Broadcasting and Digital Communications Policy
2.2 Canada Media Fund
2.3 Canada Interactive Fund
2.4 Film and Video Policy
2.5 Film or Video Production Tax Credits
2.6 Canada Music Fund
2.7 Canada Book Fund
2.8 Canada Periodical Fund
2.9 Copyright Policy
2.10 Cultural Sector Investment Review
2.11 TV5
2.12 UNESCO
Program Activity 3
Heritage
3.1 Museums Assistance Program
3.2 Canada Travelling Exhibitions Indemnification Program
3.3 Canadian Heritage Information Network
3.4 Canadian Conservation Institute
3.5 Movable Cultural Property
Program Activity 4
Promotion of and attachment to Canada
4.1 Celebration and Commemoration Program
4.2 State Ceremonial and Protocol
4.3 International Expositions
4.4 Canadian Studies Program
4.5 Exchanges Canada Program
4.6 Katimavik Program
4.7 Youth Take Charge
Program Activity 5
Engagement and Community Participation
5.1 Human Rights Program
5.2 Building Communities through Arts and Heritage
5.3 Aboriginal Peoples' Program
Program Activity 6
Official Languages
6.1 Development of Official-Languages Communities Program
6.2 Enhancement of Official Languages Program
6.3 Official Languages Coordination Program
Program Activity 7
Sport
7.1 Hosting Program
7.2 Sport Support Program
7.3 Athlete Assistance Program
Tag Legend:
Theme IV: Shrinking the Environmental Footprint – Beginning with Government
Program Activity 8
Internal Services
8.1 Governance and Management Support
8.2 Resource Management Services
8.3 Asset Management Services

Departmental Vision for the Sustainable Development Strategy

The vision of the Department of Canadian Heritage, for its fifth Sustainable Development Strategy, is built on the *Federal Sustainable Development Act* (2008) and on the *Federal Sustainable Development Strategy* (FSDS) (October 2010).

Canadian Heritage aims to contribute to the achievement of the highest level of sustainable development as a means to fulfilling its mandate.

Canadian Heritage will:

- integrate sustainable development in operational planning and governance structures[5];
- contribute to sustainable development within the legislative mandate of the Department as set out in the *Department of Canadian Heritage Act* and in other statutes for which the Minister of Canadian Heritage is responsible, which offers an extensive but not exhaustive list of responsibilities for the Minister under the heading of "Canadian identity and values, cultural development, and heritage." [6].
- contribute to the Federal Sustainable Development Strategy by improving the environmental impacts of its internal operations (GGO activities)[7] The Department will continue to change its way to operate its activities by ensuring that specific, measurable, attainable, relevant and time bound goals for greening Government operations are developed and met.

Canadian Heritage aims to achieve the following seven areas and goals of Theme 4 (GGO):

a. **Green Buildings: Only one target applies to Canadian Conservation Institute (CCI) Building:** As of April 1, 2012, and pursuant to departmental strategic frameworks, new lease or lease renewal projects over 1000m^2, where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool.

b. **Disposal of Electronic and Electric Waste**: By March 31, 2014, Canadian Heritage will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.

c. **Manage Printing:** By March 31, 2013, Canadian Heritage will achieve an 8:1 average ratio of office employees to printing units. The Department will apply

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[5] This relates to Section 5 of *Federal Sustainable Development Act* (FSDA)
[6] This relates to Section 11 of the FSDA.
[7] This relates to Section 11 of the FSDA.

target where building occupancy levels, security considerations, and space configuration allow.

d. **Reduce Paper Consumption:** By March 31, 2014, Canadian Heritage will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-06 and 2011-12, and applicable scope.

e. **Green Meetings:** By March 31, 2012, Canadian Heritage will adopt a guide for greening meetings.

f. **Green Procurement:** As of April 1, 2011, Canadian Heritage will establish at least 3 SMART green procurement targets to reduce environmental impacts.

    (i) By March 31, 2014, 80% of furniture purchases will be through PWGSC Green Standing Offers;

    (ii) By March 31, 2014, 80% of Information Technology (IT) Hardware purchases will have at least one environmental attribute (e.g., energy star);

    (iii) As of April 1, 2011, Canadian Heritage will ensure that 90% of paper purchases have a minimum of 30% recycled content.

g. **Training, Employee Performance Evaluations, and Management Processes and Controls**: As of April 1, 2011, Canadian Heritage will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision-making:

    (i) Training for select employees;

    (ii) Employee performance evaluations for managers and functional heads of procurement and materiel management;

    (iii) Management and controls.

The Department of Canadian Heritage will also continue to work with other federal departments and agencies to develop future Sustainable Development Strategies that will incrementally develop the environmental, social and economic pillars of sustainable development.

SECTION III – Departmental Practices Related to Decision-Making and Sustainable Development

Departmental organization for the sustainable development strategy

In the Department of Canadian Heritage, the Sustainable Development Strategy (SDS) is under the Program Activity 8: Internal Services, as only Theme 4 of the Federal Sustainable Development Strategy applies to Canadian Heritage. The SDS will be implemented within existing resources.

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization, and not to those provided specifically to a program.

Among these areas, specific branches contribute to the development of the SDS:

- Human Resources Management Services;
- Information Technology Services;
- Real Property Services (especially for the Canadian Conservation Institute);
- Materiel Services;
- Acquisition Services;
- Legal Services.

Program Activity 8 (Internal Services): Human Resources and Planned Spending, 2011-12 to 2013-14

Human Resources (FTEs) and Planned Spending (Denomination)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending ($ millions)	FTEs	Planned Spending ($ millions)	FTEs	Planned Spending ($ millions)
904.6	92.3	905	94.2	904.6	91.0

Departmental Working Group on Sustainable Development

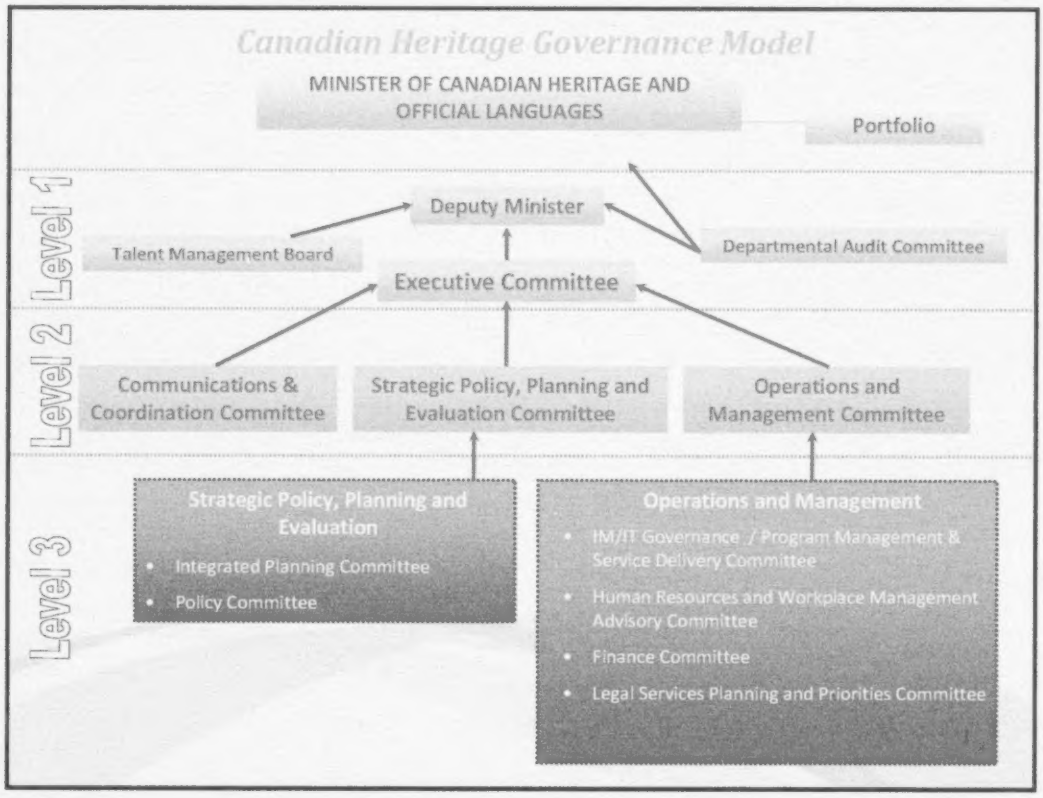
The Canadian Heritage Working Group on Sustainable Development (specialists and Directors General) is developing the Canadian Heritage Sustainable Development Strategy. Senior level approval is done through the *Report on Plans and Priorities* (RPP) and the *Departmental Performance Report* (DPR) approval processes (See the chart of the Department Governance Structure).

The Working Group is chaired by the Director General, Strategic Policy, Planning and Research (within the Strategic Policy, Planning and Corporate Affairs Sector).

The main partners of the Departmental Working Group for SDS are:

- Contracting and Material Management Directorate (within Financial Management Branch).
- Facilities Management Directorate (within Human Resources Workplace Management Branch).
- Corporate Services and Real Property, Canadian Conservation Institute (within Citizenship and Heritage Sector).
- Strategic Planning, Policy and Performance Directorate (within the Chief Information Officer Branch, Strategic Policy, Planning and Corporate Affairs Sector).
- Strategic Policy, Planning and Research Branch, (within the Strategic Policy, Planning and Corporate Affairs Sector).
- Cabinet Affairs Directorate (within Strategic Policy, Planning and Research Branch, (for Strategic Environmental Assessments implementation) (within the Strategic Policy, Planning and Corporate Affairs Sector).
- Legal Services.

Canadian Heritage Governance Structure



The *Reports on Plans and Priorities* and the *Departmental Performance Reports* are approved by the Level 3 Integrating Planning Committee; the Level 2 Operations and Management Committee; and the Level 1, Executive Committee (EXCOM). The Minister approves and signs these reports after approval and recommendation of the Deputy Minister.

Strategic Environmental Assessments Planned Highlights and Commitments

The Department is implementing the *2004 Cabinet Directive on Strategic Environmental Assessment* and its *2010 Guidelines*[8], particularly for Memoranda to Cabinet and Treasury Board submissions. Strategic environmental assessments (SEAs), when needed, will continue to incorporate environmental considerations into the development of public policies and strategic decisions. SEA's also serves to strengthen accountability and provide greater public confidence that federal government decisions are being made in full awareness of the potential environmental impact.

[8] This 2004 Cabinet Directive is available at: http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications
The 2010 Guidelines are available at : http://www.ceaa-acee.gc.ca/default.asp?lang=En&n=B3186435-1

SECTION IV – Implementation Strategies for Sustainable Development, Theme IV: Shrinking the Environmental Footprint - Beginning with Government

Introduction

This Section reproduces the online table on Greening of Government Operations (GGO) which is part of the Canadian Heritage's *2011-12 Report on Plans and Priorities* (available on Canadian Heritage website at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm and on the Treasury Board of Canada Secretariat website at http://www.tbs-sct.gc.ca/est-pre/index-eng.asp)

The entire GGO table is a requirement whose content and format are prescribed by the Treasury Board of Canada Secretariat in its *Supplementary Information Tables, 2011-12 Report on Plans and Priorities, Template for the Electronic Document.* Even if some tables are not applicable to Canadian Heritage, we are obliged to include them in the document.

Greening Government Operations (GGO)

Overview

The GGO supplementary table applies to departments and agencies bound by the *Federal Sustainable Development Act*, the *Policy on Green Procurement*, or the *Policy Framework for Offsetting Greenhouse Gas Emissions from Major International Events*.

Please note:

- RPP refers to *Reports on Plans and Priorities* and represents planned / expected results.
- DPR refers to *Departmental Performance Reports* and represents actual results.

Information on the *Departmental Sustainable Development Strategy* of Canadian Heritage is also available on line at: http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm

Green Building Targets

8.1 As of April 1, 2012, and pursuant to departmental strategic frameworks, new construction and build-to-lease projects, and major renovation projects, will achieve an industry-recognized level of high environmental performance[1].		
Performance Measure	**RPP**	**DPR**
Target Status.		
Number of completed new construction, build-to-lease and major renovation projects in the given fiscal year, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Number of completed new construction, build-to-lease and major renovation projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Existence of strategic framework. *(Optional in RPP 2011-12)*	No, expected completion date March 2012.	

Strategies / Comments

Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1, 2011, Canadian Heritage will directly operate two buildings of the Canadian Conservation Institute[2]. Therefore, Canadian Heritage commits to developing a strategy framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

8.2 As of April 1, 2012, and pursuant to departmental strategic frameworks, existing crown buildings over 1000m^2 will be assessed for environmental performance using an industry-recognized assessment tool[3].		
Performance Measure	**RPP**	**DPR**
Target Status.		
Number of buildings over 1000m^2, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Percentage of buildings over 1000m^2 that have been assessed using an industry-recognized assessment tool, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Existence of strategic framework. *(Optional in RPP 2011-12)*	No, expected completion date March 2012.	

Strategies / Comments

Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1, 2011, Canadian Heritage will directly operate two buildings of the Canadian Conservation Institute. Therefore, Canadian Heritage commits to developing a strategy framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

8.3 As of April 1, 2012, and pursuant to departmental strategic frameworks, new lease or lease renewal projects over 1000m^2, where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool[4].

Performance Measure	RPP	DPR
Target Status.		
Number of completed lease and lease renewal projects over 1000m^2 in the given fiscal year, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Number of completed lease and lease renewal projects over 1000m^2 that were assessed using an industry-recognized assessment tool in the given fiscal year, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Existence of strategic framework. *(Optional in RPP 2011-12)*	No, expected completion date March 2012.	

Strategies / Comments

Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1, 2011, Canadian Heritage will directly operate two buildings of the Canadian Conservation Institute. Therefore, Canadian Heritage commits to developing a strategy framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

8.4 As of April 1, 2012, and pursuant to departmental strategic frameworks, fit-up and refit projects will achieve an industry-recognized level of high environmental performance[5].

Performance Measure	RPP	DPR
Target Status.		
Number of completed fit-up and refit projects in the given fiscal year, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Number of completed fit-up and refit projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework. *(Optional in FY 2011-12)*	N/A	
Existence of strategic framework. *(Optional in RPP 2011-12)*	No, expected completion date:	

	March 2012.	

Strategies / Comments

Canadian Heritage is not named as a Green Building department in the Federal Sustainable Development Strategy (FSDS). However, as of April 1, 2011, Canadian Heritage will directly operate two buildings of the Canadian Conservation Institute. Therefore, Canadian Heritage commits to developing a strategy framework in fiscal year 2011-12 for the green building targets. This strategic framework will address all of the mandatory implementation strategies as listed for this target in the FSDS.

Greenhouse Gas Emissions Target

8.5 The federal government will take action now to reduce levels of greenhouse gas emissions (GHG) from its operations to match the national target of 17% below 2005 by 2020.

Performance Measure		RPP	DPR
Target Status.			
Departmental GHG reduction target: Percentage of absolute reduction in GHG emissions by fiscal year 2020-21, relative to fiscal year 2005-06.			
Departmental GHG emissions in fiscal year 2005-06, in kilotonnes of CO_2 equivalent.			
Departmental GHG emissions in the given fiscal year, in kilotonnes of CO_2 equivalent.	FY 2011-12		
	FY 2012-13		
	FY 2013-14		
	FY 2014-15		
	FY 2015-16		
	FY 2016-17		
	FY 2017-18		
	FY 2018-19		
	FY 2019-20		
	FY 2020-21		
Percent change in departmental GHG emissions from fiscal year 2005-06 to the end of the given fiscal year.	FY 2011-12		
	FY 2012-13		
	FY 2013-14		
	FY 2014-15		
	FY 2015-16		
	FY 2016-17		

	FY 2017-18		
	FY 2018-19		
	FY 2019-20		
	FY 2020-21		

Strategies / Comments

Not applicable.

Surplus Electronic and Electrical Equipment Target

8.6 By March 31, 2014, each department will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.

Performance Measure		RPP	DPR
Target Status.			
Existence of implementation plan for the disposal of all departmentally-generated EEE. *(Optional in RPP 2011-12)*		Yes	
Total number of departmental locations with EEE implementation plan fully implemented, expressed as an assessment of all locations, by the end of the given fiscal year.	FY 2011-12	1/6	
	FY 2012-13		
	FY 2013-14		

Strategies / Comments

- Definition of Location: Region
- Number of Locations with Canadian Heritage:
  - Canadian Heritage operates in 6 Regions in Canada:
    i. Western Region (British Columbia, Alberta, Yukon);
    ii. Prairies and Northern Region (Saskatchewan, Manitoba, North West Territories, Nunavut);
    iii. Ontario Region;
    iv. Québec Region;
    v. Atlantic Region;
    vi. National Capital Region.
  - Approximately 80% of all Canadian Heritage employees are based in the National Capital Region.
- Implementation Strategies:
  - In the National Capital Region, surplus EEE is centrally controlled by Contracting and Materiel Management Directorate (CMMD). Disposal takes place in accordance with the Treasury Board Secretariat's *Directive on Disposal of Surplus Materiel* requirements and practices.
  - An assessment of current regional practices and funding implications will be conducted to determine a process for rolling out the implementation plan to the regions. All regions will have fully implemented the EEE implementation plan by March 31, 2014.

Roles, Responsibilities and Key Activity Areas:

- Responsibility Centre Managers are responsible for the management of assets. Once an asset is no longer required, they are responsible for identifying the asset as surplus and for informing the proper functional areas (e.g. CMMD, Facilities Management, Knowledge, Information and Technology Services (KITS), etc.).
- CMMD manages the warehousing and storage functions associated with surplus EEE and oversees proper surplus EEE disposal, once the necessary verifications have been done by other potential stakeholders (e.g. KITS), using the appropriate disposal mechanism (Computers for Schools Program, Crown Assets Disposal, E-Waste Recycling DISO or Provincial Program, etc.).

Mechanisms to Evaluate Plan Effectiveness:

- Canadian Heritage will rely on internal reports that will be generated through its Internal Financial Management System (SAP), as well as disposal records to evaluate the effectiveness of its EEE disposal activities.

Plans/Strategies for Intradepartmental Engagement:

- The Federal Sustainable Development Strategy and the overall disposal strategies will be communicated to managers through the use of e-mail notifications.
- Senior Managers will be made aware of the departmental position, action plan and practices.
- Facilities Management and KITS will be involved in the disposal of surplus assets for which they have some responsibilities.

Printing Unit Reduction Target

8.7 By March 31, 2013, each department will achieve an 8:1 average ratio of office employees to printing units. Departments will apply target where building occupancy levels, security considerations, and space configuration allow.

Performance Measure		RPP	DPR
Target Status.			
Ratio of departmental office employees to printing units in fiscal year 2010-11, where building occupancy levels, security considerations and space configuration allow. *(Optional)*		N/A	
Ratio of departmental office employees to printing units at the end of the given fiscal year, where building occupancy levels, security considerations and space configuration allow.	FY 2011-12	N/A*	
	FY 2012-13		
	FY 2013-14		

Strategies / Comments

- *In fiscal year 2011-12, Canadian Heritage will define what constitutes a printing unit (e.g., desktop printers, networked printers, multi-functional devices, etc.), additional scoping requirements (e.g., security considerations), methodology for tracking printing units (to develop an inventory of printing units) and methodology for defining office employees.
- Criteria for exclusions will be determined and all requests for exclusions will be evaluated individually to determine validity.
- Regional offices will be engaged and requested to share regional data.

Paper Consumption Target

8.8 By March 31, 2014, each department will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-06 and 2011-12, and applicable scope.

Performance Measure		RPP	DPR
Target Status.			
Number of sheets of internal office paper purchased per office employee in the baseline year selected, as per departmental scope. *(Optional in RPP 2011-12)*		N/A	
Cumulative reduction (or increase) in paper consumption, expressed as a percentage, relative to baseline year selected. *(Optional in RPP 2011-12)*	FY 2011-12	N/A*	
	FY 2012-13		
	FY 2013-14		

Strategies / Comments

- *In fiscal year 2011-12, Canadian Heritage will determine a baseline year for this target, scoping requirements, methodology for tracking paper purchases and methodology for defining office employees.
- E-mail notifications will be developed to create awareness of employees regarding paper reduction practices.
- Employees will be encouraged, through e-mail notifications, to be creative in the use of alternative tools and work arrangements in order to support a reduction in the consummation of paper.

Green Meetings Target

8.9 By March 31, 2012, each department will adopt a guide for greening meetings.

Performance Measure	RPP	DPR
Target Status.		
Presence of a green meeting guide. *(Optional in RPP 2011-12)*	No, will be developed by March 31, 2012.	

Strategies / Comments

- Green Meeting Guide developed, implemented along with a change in organizational culture (facilitated through training, education, communication and policy direction) that embraces green meetings. Change should be marked by a reduction in our carbon footprint and environmental impact, a reduction in departmental travel expenditures, an improvement in employee work/life balance and productivity.
- Some specific intended results are:
    - a reduction in departmental paper consumption;
    - a reduction in departmental travel expenditures;
    - an increase in the number of and usage of corporate tele- and video-conferencing facilities;

- percentage of meetings held using the Green Meeting Guide as their planning foundation.

Green Procurement Targets

8.10 As of April 1, 2011, each department will establish at least 3 SMART green procurement targets to reduce environmental impacts

8.10.1 By March 31, 2014, 80% of furniture purchases will be through PWGSC Green Standing Offers.

Performance Measure	RPP	DPR
Target Status.		
Percentage of furniture purchased through PWGSC green standing offers, relative to all furniture purchases in the given fiscal year.	N/A	
Progress against measure in the given fiscal year.	N/A*	

Strategies / Comments

- Canadian Heritage has ensured that this target meets SMART criteria, including:
  - **S**pecific: This target applies to a specific percentage of departmental furniture purchases.
  - **M**easurable: The source of purchase, in comparison to the total volume of purchases will be used to determine success rate. Information to track this progress against this target is / will be available from the SAP system.
  - **A**chievable: Consolidation of requirements and information sharing to increase awareness will be used to guide the department in meeting its target.
  - **R**elevant: Furniture is among the top spend categories for the department.
  - **T**ime bound: Target must be complete by March 31, 2014.

- Implementation Strategy:
  - * In fiscal year 2011-12, Canadian Heritage will develop an implementation plan, roles and responsibilities, etc., to ensure achievement of this target.

8.10.2 By March 31, 2014, 80% of IT Hardware purchases will have at least one environmental attribute (e.g., energy star).

Performance Measure	RPP	DPR
Target Status.		
Percentage of IT hardware purchases that have at least one environmental attribute, relative to all IT hardware purchases in the given fiscal year.	N/A	
Progress against measure in the given fiscal year.	N/A*	

Strategies / Comments

- Canadian Heritage has ensured that this target meets SMART criteria, including:
  - **S**pecific: This target applies to a specific percentage of departmental IT hardware purchases.
  - **M**easurable: The source of purchase and product specifications will be used to determine the success rate. Information to track this progress against this target is available from the SAP system.
  - **A**chievable: Consolidation of requirements and information sharing to increase awareness will be used to guide the department in meeting its target.
  - **R**elevant: IT hardware is among the top spend categories for the department.
  - **T**ime bound: Target must be complete by March 31, 2014.

- Implementation Strategy:
  - * In fiscal year 2011-12, Canadian Heritage will develop an implementation plan, roles and responsibilities, etc., to ensure achievement of this target.

8.10.3 As of April 1, 2011, Canadian Heritage will ensure that 90% of paper purchases have a minimum of 30% recycled content.

Performance Measure	RPP	DPR
Target Status.		
Percentage of paper purchased through the green standing offer and printing contracts, relative to all paper purchased in the given fiscal year.	N/A	
Progress against measure in the given fiscal year.	N/A*	

Strategies / Comments

- Canadian Heritage has ensured that this target meets SMART criteria, including:
  - **S**pecific: This target applies to a specific percentage of departmental paper purchases.
  - **M**easurable: The source of purchase, in comparison to the total volume of purchases will be used to determine success rate. Information to track this progress against this target is available from the SAP system.
  - **A**chievable: Consolidation of requirements and information sharing to increase awareness will be used to guide the Department in meeting its target.
  - **R**elevant: This target presents an opportunity for Canadian Heritage to procure available greener alternatives to virgin paper.
  - **T**ime bound: Target is ongoing and will be reported against in each year of the FSDS.
- Implementation Strategy:
  - * In fiscal year 2011-12, Canadian Heritage will develop an implementation plan, roles and responsibilities, etc., to ensure achievement of this target.

8.11 As of April 1, 2011, each department will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision-making.

8.11.1 Training for select employees: By March 31, 2014, 90% of materiel managers and procurement personnel will have taken a recognized training course on green procurement offered by the Canada School of Public Service and 90% of new acquisition cardholders will have been trained on green procurement practices through departmental training.

Performance Measure	RPP	DPR
Target Status.		
Number of materiel managers and procurement personnel who have completed training relative to the total number of materiel managers and procurement personnel.	N/A	
Number of new acquisition cardholders who have completed training relative to the total number of new acquisition cardholders.	N/A	
Progress against measure in the given fiscal year.	N/A*	

Strategies / Comments

- Canadian Heritage has ensured that this target meets SMART criteria, including:
  - **S**pecific: This target applies to a designated percentage of materiel managers and procurement personnel. There are 18 such positions within the Department. New acquisition cardholders (cannot be estimated) will also be targeted.
  - **M**easurable: The number of materiel managers, procurement personnel and acquisition cardholders that have Green Procurement training. Information to track this progress against this target is available through Individual Learning Plans, Human Resources and Workplace Management reports and listings of new card issuances and related training.
  - **A**chievable: Trainings will be included in the annual training plans.
  - **R**elevant: Materiel managers and procurement personnel generally handle departmental procurements over $10,000.
  - **T**ime bound: Target must be complete by March 31, 2014.
- Implementation Strategy:
  - * In fiscal year 2011-12, Canadian Heritage will develop an implementation plan, roles and responsibilities, etc., to ensure achievement of this target.

8.11.2 Employee performance evaluations for managers and functional heads of procurement and materiel management: By March 31, 2012, all identified managers and functional heads will have environmental consideration clauses incorporated into their performance evaluations.

Performance Measure	RPP	DPR
Target Status.		
Number of performance evaluations of identified managers and functional heads that have included environmental consideration clauses relative to the total of number of identified managers and functional heads.	N/A	
Progress against measure in the given fiscal year.	N/A*	

Strategies / Comments

- Canadian Heritage has ensured that this target meets SMART criteria, including:
  - **S**pecific: This target applies to 1 designated Manager and 3 Functional Heads of procurement and materiel management.
  - **M**easurable: This applies to individuals in the targeted positions.
  - **A**chievable: Performance agreements will include Green Procurement provisions.
  - **R**elevant: Procurement functional specialists report to these managers and functional heads.
  - **T**ime bound: Targets are established for a specific period (one fiscal year).
- Implementation Strategy:
  - * In fiscal year 2011-12, Canadian Heritage will develop an implementation plan, roles and responsibilities, etc., to ensure achievement of this target.

8.11.3 Management processes and controls: By March 31, 2014, a minimum of 3 designated procurement and materiel management processes and controls will include environmental performance considerations.

Performance Measure	RPP	DPR
Target Status.		
Number of designated procurement and materiel management processes and controls that include environmental performance considerations, relative to all designated procurement and materiel management processes and controls.	N/A	
Progress against measure in the given fiscal year.	N/A*	

Strategies / Comments

- Canadian Heritage has ensured that this target meets SMART criteria, including:
  - **S**pecific: Target refers to a specific number of identified management processes and controls.
  - **M**easurable: Canadian Heritage will be addressing one management process and control within fiscal year 2011-12.
  - **A**chievable: The mandate will be modified accordingly.
  - **R**elevant: Priority will be given to processes and controls that affect procurement in excess of $10,000.
  - **T**ime bound: Target must be complete by March 31, 2014.

- Implementation Strategies
  - * In fiscal year 2011-12, Canadian Heritage will determine all designated procurement and materiel management processes and controls that will include environmental considerations.
  - In fiscal year 2011-12, Canadian Heritage will develop an implementation plan, roles and responsibilities, etc., to ensure achievement of this target.

Reporting on the Purchases of Offset Credits

Mandatory reporting on the purchase of greenhouse gas emissions offset credits, as per the *Policy Framework for Offsetting Greenhouse Gas Emissions from Major International Events*, should be reported here.

Performance Measure	RPP	DPR
Quantity of emissions offset in the given fiscal year. *(Optional for all RPPs)*		

Strategies / Comments

Not applicable.

Green Procurement Reporting For Departments and Agencies Not Bound by the Federal Sustainable Development Act

Mandatory reporting on meeting the requirements of Section 7 of the *Policy on Green Procurement*, as applicable to departments and agencies bound by the *Policy on Green Procurement* but not the *Federal Sustainable Development Act*, should be reported here[6].

Performance Measure	RPP	DPR
Policy Implementation Status. *(Optional)*		

Strategies / Comments

Not applicable.

Voluntary Reporting on Any Other Greening Government Operations Initiative

[ENTER TARGET OR INITIATIVE]		
Performance Measure	**RPP**	**DPR**
Target Status *(Optional)*		
[Enter Performance Measure (Using baseline data if available)].		
Progress against measure in the given fiscal year.		

Strategies / Comments

Not applicable.

[ENTER TARGET OR INITIATIVE]		
Performance Measure	**RPP**	**DPR**
Target Status.		

(Optional)		
[Enter Performance Measure (Using baseline data if available)].		
Progress against measure in the given fiscal year.		

Strategies / Comments

Not applicable.

[ENTER TARGET OR INITIATIVE]		
Performance Measure	**RPP**	**DPR**
Target Status. *(Optional)*		
[Enter Performance Measure (Using baseline data if available)].		
Progress against measure in the given fiscal year.		

Strategies / Comments

Not applicable.

Notes:

- [1]. This would be demonstrated by achieving LEED NC Silver, Green Globes Design 3 Globes, or equivalent.
- [2]. The Canadian Conservation Institute (CCI) is a Special Operating Agency and a Branch of the Department of Canadian Heritage. CCI is the custodian of the properties at 1729-1731 St-Laurent Boulevard (a warehouse) and 1030 Innes Road (Laboratory and Office facility), Ottawa, Ontario. The building on Innes Road is leased on a Triple Net Lease and CCI is totally responsible for all operations, maintenance and repairs of the entire building envelop and systems. Until March 31, 2011, Public Works and Government Services Canada (PWGSC) is the service provider. From April 1, 2011, CCI will operate the building directly.

  Only GGO Green Building Goal 8.3 applies to the CCI building on Innes Road which is a special purpose space, leased by the Crown, with a triple net lease that expires in April 2015. CCI will operate directly the building operation and its maintenance. The process to renew the lease will start in 2011. CCI will develop a Strategic Sustainable Development Framework by April 2012, using the template being developed by PWGSC and will include all the necessary assessment. The assessment tools will include BOMA BESt (Building Environmental Standards), an appropriately tailored BOMA International Green Lease Standard, or equivalent (for more information, see: http://www.bomabest.com/). The framework will be updated in each reporting cycle.

  GGO Green Buildings Goals 8.1, 8.2 and 8.4 do not apply to CCI for the following reasons:

  8.1: CCI does not have a new building and is not in a situation of "build to lease".
  8.2: CCI is not in a Crown owned building.
  8.4: CCI does not plan any fit-up or refit project up to 2012.
- [3]. Assessment tools include: BOMA BESt, Green Globes or equivalent.
- [4]. Assessment tools include: BOMA BESt, an appropriately tailored BOMA International Green Lease Standard, or equivalent.
- [5]. This would be demonstrated by achieving LEED CI Silver, Green Globes Fit-Up 3 Globes, or equivalent.
- [6]. Alternatively, departments and agencies bound by the *Policy on Green Procurement* but not the *Federal Sustainable Development Act (FSDA)* can follow the approach required of FSDA departments for green procurement by setting and reporting on green procurement targets as specified in the "Green Procurement Targets" section in the above table.

SECTION V – Hyperlink to the Canadian Heritage 2011-12 Report on Plans and Priorities, Online Table on Greening Government Operations

Canadian Heritage website: Publications, The Department, *2011-12 Report on Plans and Priorities*: http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm

SECTION VI – Hyperlink to the Federal Sustainable Development Strategy

Environment Canada website, *Federal Sustainable Development Strategy for Canada*, October 2010: http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1

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*The toll-free lines have agents available to answer your questions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern Standard Time).
**The TTY is a telecommunication device for people who are deaf, hard of hearing, or speech-impaired.